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**“Change is
inevitable.**

Growth is optional.”



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Cultural Shifts in the Military



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Operational Definition of Cultural Shift

A cultural shift occurs when a series of dramatic events are so impacting that an organization cannot continue to operate the same way and expect to achieve mission.



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Cultural Shifts in the Military

**Transformation
from being Pro-
British to
becoming
American
Patriots**





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Cultural Shifts in the Military

**Protection of
American
interests expanded to
include
overseas
assignments:**

- 1) Mexico/Texas
(Mexican-American War)**
- 2) Caribbean/Pacific**





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Cultural Shifts in the Military

**Passage of the
Selective
Training and
Service Act of
1940 ended the
need for
recruiters**





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Cultural Shifts in the Military

**Need for planes
in the sky versus
troops on the
ground created
new branch of
service**





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Cultural Shifts in the Military

Conclusion of Vietnam War Led to End of Draft

- 1) L.B.J. decided to intensify U.S. involvement in Vietnam depending primarily on the draft for manpower.
- 2) Richard Nixon decided to get U.S. troops out of Vietnam and put an end to the draft.





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Cultural Shifts in the Military

**All-Volunteer Force
had to depend on
recruitment of:**

- 1) White Males**
- 2) African-Americans and
other “Minorities”**
- 3) Women**





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Cultural Shifts in the Military

**The
demographic
base available
for recruitment
has been
altered forever.**





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Cultural Shifts in the Military

There is a
numbers war
going on.
There is a **talent**
war going on.





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Cultural Shifts in the Military

**Women and
“Minorities”
have been
recruited to
primarily help
win the
numbers war -**

**White males
have been
recruited to
help win both
the numbers
and talent wars
- this must**



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Cultural Shifts in the Military

**Expecting
attacks from
abroad to
preparing for
attacks at**

home.





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Types of Diversity Initiatives



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TYPES AND FUNCTIONS OF DIVERSITY

EO Plus - Driven Diversity

or

**“Affirmative Action as
‘Compelling Interest’”**



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TYPES AND FUNCTIONS OF DIVERSITY

**Representational - Driven
Diversity**

or

**“Counting Heads Instead of
Making Heads Count”**



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TYPES AND FUNCTIONS OF DIVERSITY

**Celebrating Differences -
Driven Diversity**

or

**“Focus on Special Ethnic
Observances”**



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TYPES AND FUNCTIONS OF DIVERSITY

**Human Resource - Driven
Diversity**

or

**“Total Quality Respect will
give you Total Quality
Productivity”**



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TYPES AND FUNCTIONS OF DIVERSITY

**Awareness - Driven
Diversity**

or

**“Getting to the Talking
without Doing the Walking”**



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TYPES AND FUNCTIONS OF DIVERSITY

**P.C. Public Relations -
Driven Diversity**

or

**“Leadership Pays Lip
Service without Action and
Commitment”**



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TYPES AND FUNCTIONS OF DIVERSITY

**Demographic Shifts - Driven
Diversity**

or

**“The organization must be
transformed in view of the
numbers that cannot be ignored”**



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Demographic Trends - The Numbers We Cannot Ignore

- Shrinking Workforce and Globalization
- Declining Birthrate of Majority Members in Society
- Increasing Number of “Minorities” and “Outsiders”
- Growing Number of “Green Card” Personnel
- The Growth and Changing Role of Women
- Cross-Generations/Interest Groups at Work
- Religious Plurality and “Culture Wars”
- The “Graying” of America
- Differently-abled Persons



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Unity in Our Diversity: Essential Contributions of Different Groups

The background of the entire image is a close-up, slightly blurred view of the American flag, showing the stars and stripes in a draped, wavy pattern. The stars are white on a blue field, and the stripes are red and white.

Women

African-American

**Hyphenated European
Immigrants**

Native Americans

**Arab and Middle-
Eastern Heritage
Groups**

**Asians and Pacific
Islanders**

Hispanics/Latinos

White Males



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Comparing and Contrasting EO and Diversity

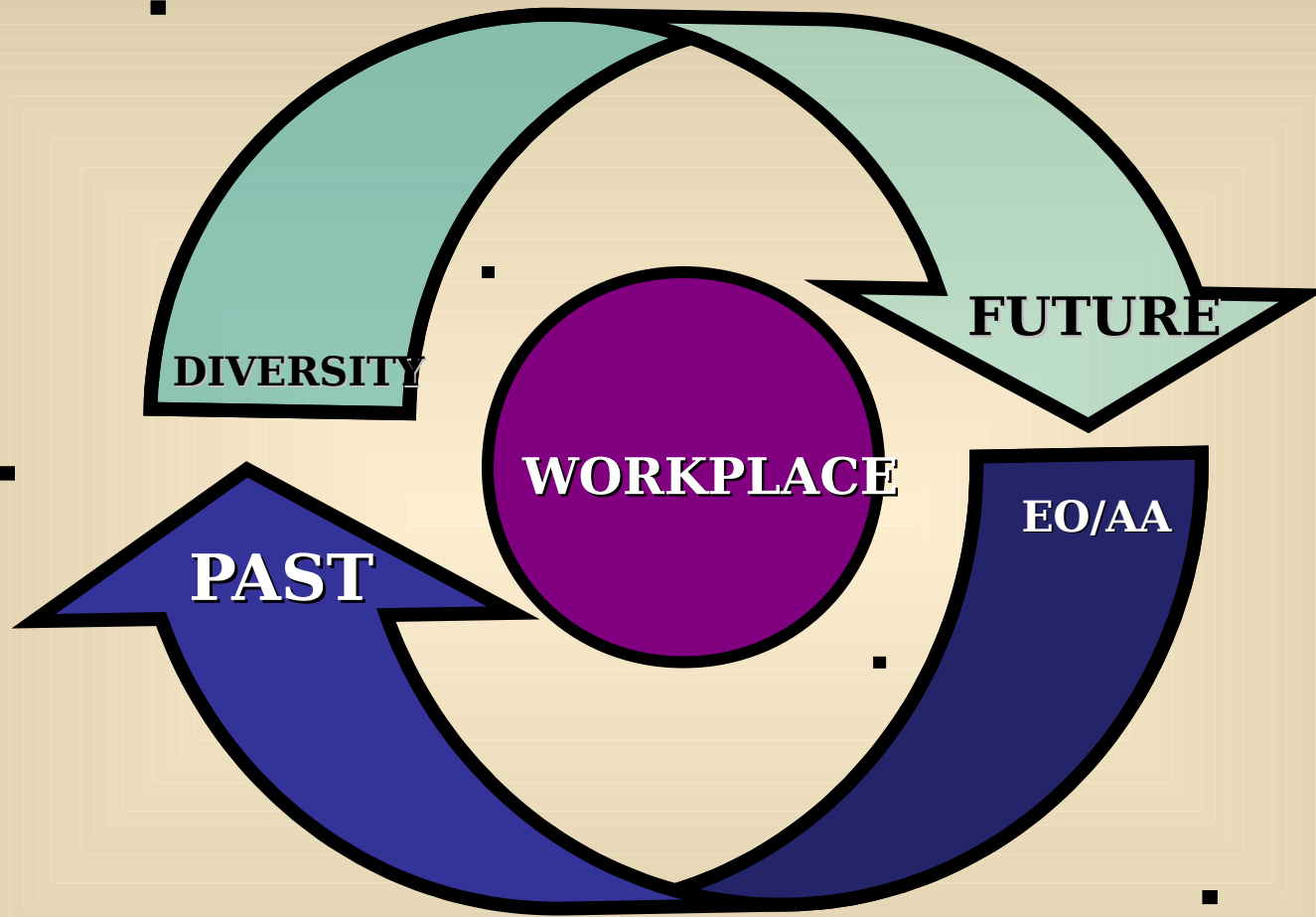


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**“What Got Us Here...
Will Not Get Us
There”**

The Challenges of the Future Expected



The Legacy of the Past Corrected Today



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Making Sense of the Difference

EO/Compliance

**Is Enforced
By Laws**

**Diversity
Initiative**

**Is Implemented
by Policy**



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Making Sense of the Difference

EO/Compliance

**Studies the Culture
of Protected/
Underrepresented
Interest Groups in
the Organization**

Diversity Initiative

**Studies the Culture
of the Organization
which keeps
Interest Groups
Underrepresented**



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**Equal Opportunity targets
“Disrespectful”
Discrimination.**

**Diversity targets
“Respectful”
Discrimination.**



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**Equal Opportunity targets
Illegal Discrimination.**

**Diversity targets “Legal”
Discrimination.**



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**Equal Opportunity is the
Letter of the Law.**

**Diversity is the Spirit of
the Law.**



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**A strong, vigorous EO
program is essential
to an effective
diversity process.**



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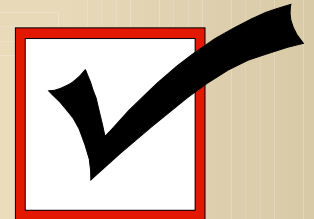
Reality Check



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Reality Check



**What are the two most
important things you
have
learned from this
presentation?**

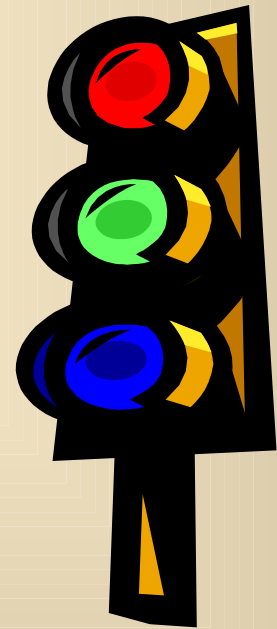


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STOP, START AND CONTINUE EXERCISE

In view of lessons learned,
what must you **STOP** doing,
START doing and **CONTINUE**
to do
to utilize diversity strategies
in
responding to personnel
readiness
challenges in the USAF?





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Resources

IMPLEMENTING DIVERSITY

- ❑ Dozens of Practical Tips for Leading the Change Effort
- ❑ 12 Classic Mistakes Most Organizations Make and How to Avoid Them

Marilyn Loden

GENERATIONS AT WORK



Managing the Clash
of Veterans, Boomers,
Xers, and Nexters
in Your Workplace

Ron Zemke • Claire Raines • Bob Filipczak

WHITE MEN, WOMEN & MINORITIES

in the Changing Work Force

RACE

INNOVATION

SEX

TECHNOLOGY

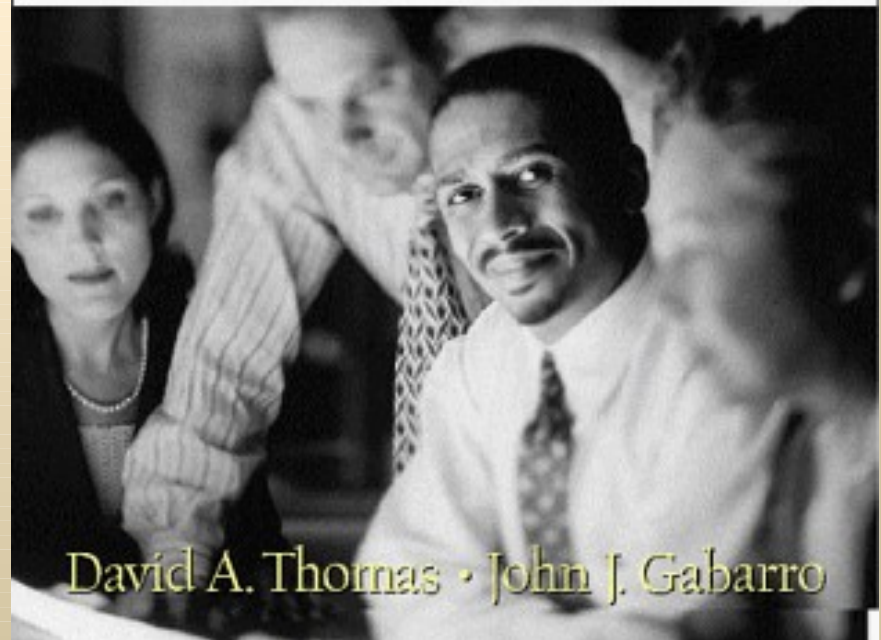
POWER

GLOBAL MARKETS

Anthony J. Ipsaro, Ph.D., Psy.D.

Breaking Through

*The Making of Minority Executives in
Corporate America*



David A. Thomas • John J. Gabarro

"If you are designing a mentoring programme for diversity issues, you must read this book." DR PHYLLIS THARENOU

Mentoring and Diversity

An international perspective



David Clutterbuck • Belle Rose Ragins



Communicating Diversity

*Powerful, practical, persuasive
pointers to get the job done*



Dr. Samuel Betances

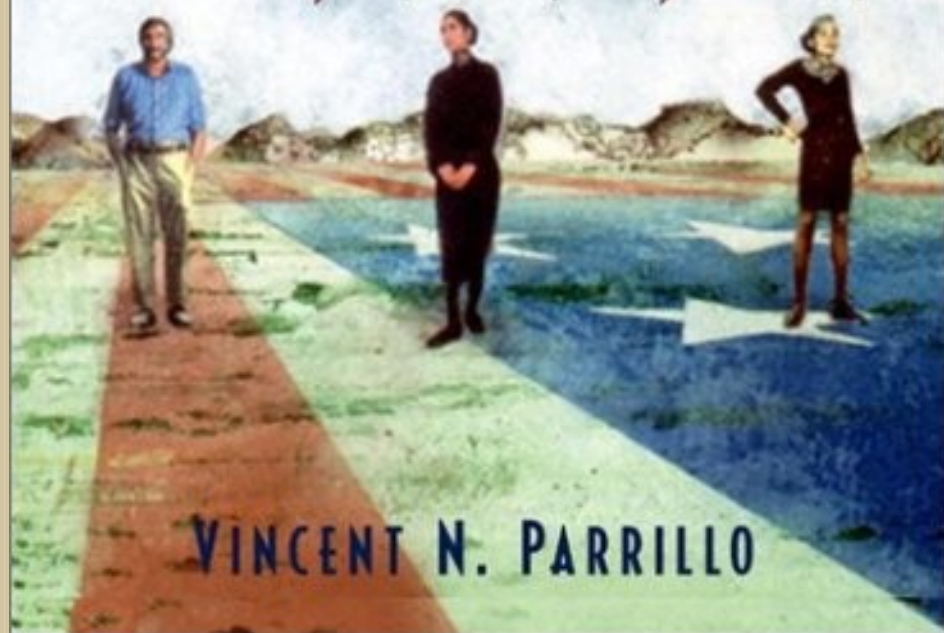


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SEVENTH EDITION



Strangers to These Shores



VINCENT N. PARRILLO

The

Chronicles of the Immigrants
Shaping Our Future

Jorge Ramos
Other

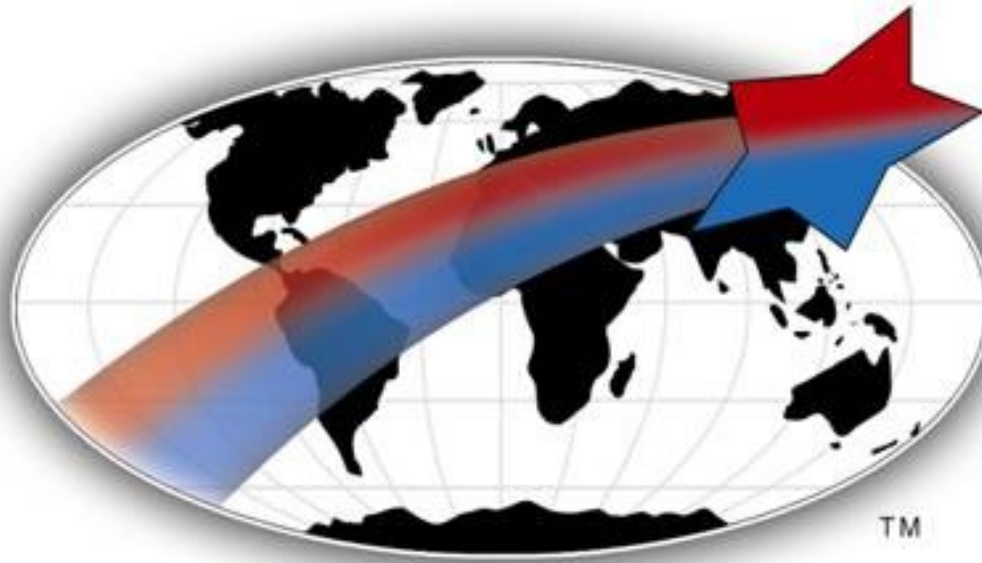
Face of

America





www.newcenturyforum.com



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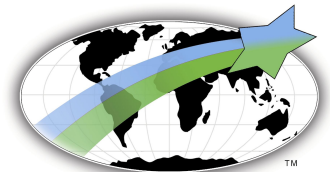
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